

SUMMARY

TRAINEE SELECTION

A number of Offices, both overt and covert, recommend that less emphasis be placed on academic standing in the selection of trainees and more emphasis on intangible qualities such as imagination, character, leadership, citizenship, etc. Offices with highly specialized functions urge that more consideration be given to recruiting persons with experience in industry or business. This is probably due to misunderstanding of the "professional" trainee program as opposed to the "ordinary" trainee recruitment activity.

I&S/O and the covert Offices are concerned with the problem of security for semi-covert and covert assignments without "blowing" the trainee.

Selected Comments by the Several Offices on
TRAINEE SELECTION

Office of National Estimates

"The part to be played by women professional employees ought to be carefully reviewed."

"We would caution against selection on the basis of the breakdown of the group of trainees set forth in Appendix A (p. 19). The combination of qualifications to stress seems to us to be: good brain, imagination, and good training."

Office of Policy Coordination

"Recommends That no rigid academic qualifications, in particular class standing, be established as governing criteria for selection of young trainees for the Agency."

"....one of the criteria in recruiting personnel for the Agency has been their willingness to make CIA a long-term career.the people with the motivation we desire are most likely to be interested in a permanent rather than a temporary position. Also, the selection process for our personnel has utilized, in most cases, an already existing professional assessment program, as well as a careful evaluation of qualifications by personnel officers."

"....selections on the basis of academic qualifications, particularly class standings, should not in our opinion be governing criteria for selection of CIA personnel and, particularly, covert office personnel. "Phi Beta Kappas" do not necessarily make the best intelligence officers, nor the kind of operational officers needed by OPC. For that matter, general experience in other occupational fields shows little clear relationship between occupational success and the grades received in college."

"So much is this aspect [i.e., high scholastic standing] emphasized that the impression is gained that without the requisite academic kudos from a recognized university or college the applicant stands small chance of initial selection."

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"In connection with initial selection it is suggested that a physical examination prior to travel to Washington for final assessment might be a useful device to effect early elimination of the physically unfit."

Office of Intelligence Coordination

"Isn't the job....one of getting more highly-qualified applicants rather than one of selecting the best from many excellent ones? Since the Agency will continue to hire professional people other than the trainees, it seems a little artificial to go through such elaborate procedures in selecting this special group.is it not undesirable and unrealistic to require that professional trainees must come from the upper one-fourth to one-tenth of their college classes?"

Office of Inspection and Security

"In the event a cover is used which protects CIA interest in the student, consideration should be given to the possibility of eventually losing this student to CIA due to his lack of knowledge that CIA is interested in his future. On the other hand, if the student is made cognizant of CIA interest during his college career, consideration must be given to the security hazard inherent in such knowledge. It is believed that provision should be made for security clearance of the student prospect prior to his being advised of CIA interest...."

"With respect to prospective student recruits who are determined to be acceptable material for deep cover assignments, consideration should be given to the fact that association with this program may become known to other participating students and will be known to the university contact. The question of compromise for any contemplated deep cover assignment in such a situation must be given serious consideration."

"The danger of concentrating too much on universities as a primary source for recruitment should be avoided by requiring a certain quota of recruits to be obtained from eligible prospects in the armed forces, industry, business, and the professions."

"....it is strongly recommended that the contacts in their search for prospective recruits be particularly instructed not to limit their recruiting search to intellectual discussion groups, but to adopt a broad view of student attainment in the fields of extra curricular activity such as student government, student publications, athletics, and other pursuits from which many leaders of men emerge."

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"....care should be taken not to disregard but to make particular provisions for the many worthy persons who would become leaders in specialized fields, such as security, cover and deception, and technical specialists, as well as administration and service endeavors."

Office of Scientific Intelligence

"Since OSI now has contact in many of the listed universities and colleges for its own purposes, we will be glad at any time to assist through these contacts in your establishment of university contacts for recruitment purposes."

Office of Special Operations

"....undue emphasis is placed on the selection of university students. The experience of this office indicates that recruits with business and professional experience are equally valuable as career employees as those recruited from colleges and universities. Further, the selection process should place equal emphasis on such qualifications as leadership, citizenship, etc., as on academic abilities. In addition, the selection process should take into consideration recruitment for covert assignments which is difficult if the selectees are to be immediately identified with CIA."

Operational Aids Division

"....nowhere....has consideration been given to the type of personnel essential to the efficient functioning of OAD/DD/P. This type of personnel will be, in large, skilled craftsmen from trades which in commercial enterprise pay well."

Office of Collection and Dissemination

"The Agency should be on the lookout for certain carefully screened personnel with no university education, but with a background in business organization, labor organization, journalism or advertising. These may be difficult to locate, but if contact points are established, some excellent material may be found in this sector. These will be people who may not have had the chance to go to college but have excellent I.Q., energy, reasoning, leadership and basic grasp of technicalities."

"In the field of applicants, there does not seem to be enough personality testing under various conditions. More time on the part of the "Contact" in studying the candidates would appear to answer this to some extent. A covert test or two might also be employed."

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